

Talbot Specialist School

Performance Management of Head Teacher

Terms of Reference

Panel:	A minimum of three governors and External Advisor
Quorum:	Minimum of two governors
Meetings:	Once per term
Reporting:	This governor group will give a confidential report directly to the Pay and Performance Committee

The Head Teacher's Performance Review Panel will assess the Head Teacher's overall performance and make a recommendation on pay progression to the Pay and Performance Committee. The Committee will then make a decision on pay progression accordingly and will also decide any additional allowances if applicable.

The procedure and process for Head Teacher performance management will mirror as far as possible the process for teachers. The key difference being that this panel of governors will take advice from an external adviser.

External Adviser

The external adviser is an agent of the governing body and should not have a close allegiance to the head teacher. The role of the external adviser is to assist the panel in setting meaningful but achievable targets and in reviewing outcomes.

Both the panel and the head teacher can choose to meet separately with the adviser to discuss the head teachers performance and targets before the review meeting. The adviser should attend the review meeting and offer advice and support the panel and can be asked to prepare the first draft of the appraisal report.

The adviser is NOT responsible for determining a recommendation to the Pay and Performance committee; this is a matter for the panel alone.

The external adviser should

- Summarise data to give a clear understanding of how the school is performing
- Analyse the head teachers evidence of progress against objectives
- Support the governing body in interpreting information and student performance data
- Bring to bear broad experience working with a number of governing bodies and head teachers
- Support, question and challenge the head teacher
- Be able to gather sufficient knowledge of the school, its history and its context in order to develop the head teacher in leading the schools development

Before the review meeting

- The external adviser should liaise with the chair of the panel and decide a date and time for the review
- The adviser will then write to the chair of governors listing the information that is required before review. This letter should be sent to the chair of the panel and the head teacher. The head teacher will collect all the evidence needed and forward it to the adviser
- The adviser may ask the chair of the panel if they have any suggestions of possible new objectives
- The adviser will produce a pre-review report after looking at the evidence submitted
- This report should be sent to the chair of the panel at least 7 days before the review meeting. It is good practice for the head teacher to have a copy of the report who is usually tasked with ensuring all members of the review panel have a copy.

Review meeting

Before the meeting the external adviser and the head teacher meet and discuss progress against the previous year's objectives.

The adviser then meets with the panel to discuss these objectives and identify evidence required for the review meeting. The panel should also consider objectives for next year at this point

Conduct and Documentation

- Governors should be challenging but supportive.
- Governors should refer to the advice from the external adviser in addition to receiving a summary of objective achievement from the head teacher.
- A descriptive narrative for each objective and a minimum of 2 pieces of evidence

Discussion

- Review the existing objectives, discuss with the head teacher specific challenges and issues out of their control in pursuit of the objectives.
- Discuss and identify if there was anything that governors or the LA could have done to assist in achieving the objectives

Meeting Outcome

- Agree SMART objectives for the current academic year. These objectives should have a clear link to school development.
- Agree the performance criteria for these objectives
- Agree support, training and development
- Set dates for in-year monitoring
- Pay award recommendation made to the Pay and Performance Committee as appropriate

After the meeting a confidential performance review statement should be written. This should include a record of what has been agreed and the focus for in-year monitoring discussions.

In-year Monitoring

These meetings are for the Head teacher to update the governors on the panel in their progress with their objectives.

Discussion should include detailed steps and any unexpected events identified/challenges that have been faced and the strategy to overcome them.

If required objectives can be changed if those set are no longer fit for purpose, in this case an addendum should be made to the performance review statement